



**Urban Land
Institute**

THE FUTURE OF MEMORIAL PARK

Tybee Island, Georgia

ULI Savannah Technical Assistance Panel | April 30–May 1, 2025

About

Urban Land Institute

Urban Land Institute is a global, member-driven organization comprising more than 48,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 84 countries.

Cover photo: Memorial Park is treasured by residents across Tybee Island. (ULI)

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ULI Atlanta

With over 1,400 members across the state of Georgia, ULI Atlanta is one of the largest and most active ULI District Councils worldwide. We bring together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs. We share knowledge through education, applied research, publishing, electronic media, events, and programs. In September 2024, ULI expanded its statewide footprint and launched a satellite in Savannah, which is staffed by ULI Atlanta and supported by a local leadership team.

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Urban Land Institute harnesses its members' technical expertise to help communities solve complex land use, development, and redevelopment challenges. Technical Assistance Panels (TAPs) provide expert, multidisciplinary, unbiased advice to local governments, public agencies, and nonprofit organizations facing complex land use and real estate issues in the region. Drawing from its seasoned professional membership base, ULI Atlanta offers objective and responsible guidance on various land use and real estate issues ranging from site-specific projects to public policy questions. The sponsoring organization is responsible for gathering the background information necessary to brief the panel about the topic and challenge at hand. TAP members spend two days developing an understanding of the problem and discussing the range of viable solutions. The process culminates in a presentation of the panel's findings and recommendations to the sponsoring organization.

The views expressed in this report are those of the authors/panelists and do not necessarily reflect the views of their affiliated organizations.

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The TAP panel and staff from the City of Tybee Island gathered to tour Memorial Park and the surrounding area.



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Executive Summary

Right in the heart of Tybee Island sits Memorial Park, a nine-acre park that is home to a multitude of recreational uses, public buildings, and community spaces that work hard to serve the entire city. While the beach continues to be the primary draw for thousands of annual visitors to Tybee Island, its parks and green spaces are particularly cherished by the island's full-time residents. As such, Memorial Park is well-used and well-loved but also needs focused attention and master planning for the future.

Turning to the Urban Land Institute Atlanta District Council (ULI), the City of Tybee Island (the City) asked for guidance in making the best use of the limited space across Memorial Park's open space and buildings. Using its objective technical assistance panel (TAP) process, the real estate professionals assembled for the ULI panel studied the site, interviewed stakeholders, and delivered the following recommendations to the City to help guide its work across Memorial Park.

City and Park Context

To preserve Memorial Park's core identity as a central park, a thoughtful reconsideration of its spaces is necessary. Initial groundwork should include a physical assessment of island-wide resources and a financial resources assessment, both of which will help the City establish its priorities for the park.

Conduct a physical assessment to understand where and how current park uses might be relocated to other city-owned properties,

including other parks, open space, and buildings. The City should also engage with other institutions, including churches, the library system, and the business community, to consider how other building and space assets might be put to additional, efficient use for the community.

Conduct a financial resource assessment to better understand the potential scope of the City's financial resources, how current park funding shapes the park today, and what is needed to meet residents' goals going forward. This assessment should consider potential funding from Chatham County and private sources as well as potential funding that could come through an institutional partnership (educational or other civically-oriented use) that could help cover costs while providing symbiotic resources for the community. Professional assistance may be needed to estimate potential costs for park improvements under consideration by the City and community.

Resilience and Managing Water

Memorial Park plays an important role in the City's stormwater management efforts. The central green space helps water drain from the surrounding areas, and the trees and other vegetation soak up water and put it to good use. These features should be preserved, if not enhanced, through the course of future park improvements.

Add a stormwater management feature to the park. Tybee Island anticipates a 1.4-foot



Memorial Park, shown on the inset of a map of the city, is located centrally, north to south, on the island and is beloved by residents.

sea level rise by 2050. Models that adjust to a five-foot sea level rise place the western half of park in flood-prone zone and at five feet six inches, the area becomes tidally connected to the western marsh areas. A stormwater management feature can incorporate aesthetic features to make the area interesting and welcoming to park users, and additional native plantings can assist with further water absorption and management.

Consider other resilience recommendations, such as:

- Build emergency shelter into new multipurpose storm-resilient buildings.
- Provide storage for emergency supplies.

- Relocate the fire station and training area.
- Use pervious pavement where feasible.
- Elevate the sanitary sewer pump station.
- Ensure windstorm protections.
- Pursue grants for resiliency.
- Line temporary debris piles and move debris off the island quickly.
- Provide accessible educational signage.
- Remove the obsolete geothermal field.

Design Considerations

The park is full of popular yet disjointed uses, edges that blur into the surrounding neighborhoods, and multi-purpose spaces that must be coordinated in order to be shared by a wide variety of park users. Through some revised design work, the park can serve the community more effectively.

Improve community access. Create a formal park experience along Butler Avenue by siting new buildings along this edge of the park, and use large trees and native plantings to enliven and soften the hardscape of this edge. Retain the informal nature along Jones Avenue using plantings and trees that are smaller than those along Butler Avenue. Signs that inform and educate visitors about park plants can give additional meaning to the flora and plant selections and can also be used to aid in wayfinding.

Adjust street design and parking. Redefine and reallocate the existing rights of way along Jones Avenue, Fourth, and Fifth streets. Fourth and Fifth streets could be reconfigured to accommodate perpendicular

parking along both sides of the street, and Jones Avenue could provide spaces for parallel parking along the park side of the street.

Activate the open space. In addition to retaining the open green lawn, the panel also recommends adding a multi-use pavilion for hosting performances, festivals, and other community events.

Provide multi-generational spaces. Consider re-designing the park's playground and shifting its location further south within the park. This is also a good time to re-envision the play space in a manner that better meets the community's play needs today, including more spaces for multi-generational families and children with special needs.

Buildings and Massing

With the wish lists from the community and related organizations in hand, the panel re-envisioned the park layout in a way that provides the maximum amount of building and recreational spaces, retains the current amount of green and open space, and takes stormwater management into account. The following measures will make more efficient use of the park's limited space:

- Orient new buildings to Butler Avenue.
- Maximize on-street parking through street redesign.
- Repurpose parking lots into new green space, new play areas, or additional building sites if needed.
- Retain the central green lawn.



The open space provided within Memorial Park is important to residents, who are landlocked within their neighborhoods. The park also provides a welcome recreational alternative to the beach, which is often full of visitors.

- Ensure pavilions and play structures dot the western two-thirds of the park.

The panel worked with the following design assumptions in mind:

- Increase the amount of permeable surface.
- The 35-foot building height limit remains.
- Existing buildings total approximately 44,000 square feet.
- Total green space remains consistent.

Using these assumptions and mimicking the footprints of the existing buildings in the park, the panel estimated that the potential redesigned building areas could total approximately 147,000 square feet of space, assuming the Old School building remains as a one-story structure.

The addition of as much as 100,000 square feet of additional space could open Memorial Park to some of the potential additional uses envisioned by the community.

Next Steps and Phasing

The following steps can help the City of Tybee Island begin to tackle the idea of re-envisioning Memorial Park for its next 50+ years serving the community.

First Steps

- Conduct a facility and land assessment.
- Convene a community task force and conduct ongoing public engagement.
- Identify an improvements schedule.
- Confirm the location of a new fire station.
- Address maintenance of park assets.
- Cultivate relationships with organizations operating in the park.

Next Steps

- Line the debris field.
- Master plan the park and incorporate resilience measures.
- Conduct a financial assessment to address the feasibility of improvements.
- Make a decision about whether and how

the City will support TIMA with its space needs.

Long Range

- Construct a new fire station.
- Implement a stormwater resilience strategy.
- Move the debris field off-site.
- Implement new park improvements.

Conclusion

Memorial Park's many uses do an impressive job of serving the Tybee Island community. The City, its residents, and the organizations operating within the park should be proud of the partnerships that have been forged to date. These partnerships and the shared space and uses found across Memorial Park are important, unique, and a strength going forward. With additional analysis, a renewed focus, potential partnerships, and commitment to the community's resilience and recreational needs, the park can meet the community's goals long into the future.



Introduction and Background

Situated on Georgia's Atlantic Coast, Tybee Island is home to 3,100 full-time residents and thousands of others who come to the beach for a weekend, a week, or longer to soak up all the beach community and its shoreline have to offer. The community is warm and welcoming, and its civic and business leaders work hard to ensure that residents and visitors alike find what they are looking for on Tybee Island.

This welcoming and accommodating approach to island life is not without its challenges, particularly within a 3.2-square-mile geography constrained by an ocean to the east and a river and marshes to the west.

Centered between the island's lighthouse to the north and the South End Beach at the island's southernmost point, Memorial Park is a nine-acre community treasure. The park provides an impressive array of traditional park amenities such as open green spaces, pavilions, and sports courts. The park is also home to City Hall, a library, and the Tybee Island Fire Department. The YMCA operates out of the park, and the nearby Tybee Island Maritime Academy uses the park for a range of activities on weekdays during the school year. A community garden, community classrooms, and the bike path are park favorites, and the World War II memorial and cemetery help tell the stories of Tybee's history. As the community's needs have changed and grown, and as buildings need replacing, civic leaders and community members alike are wondering how to make the best use of Memorial Park.

At its most fundamental level, this drive to serve as many residents as possible, in every manner requested, has left the park without cohesion and has civic leaders searching for guidance as to how to best serve the community in a way that is understandable, predictable, and consistent while remaining welcoming and flexible for spontaneous use and play.

The City of Tybee Island (the City) turned to the Urban Land Institute Atlanta District Council (ULI) and its member leaders in Savannah for assistance. Using its trusted and objective technical assistance panel (TAP) process, ULI assembled a team of real estate professionals with expertise in the areas of real estate development, architecture and urban design, landscape architecture, finance, land use law, and coastal resilience. Assembled for the two-day TAP study on Tybee Island, the panel toured the park and surrounding areas, interviewed community stakeholders and civic leaders, and applied their collective expertise to the City's questions about the park, specifically addressing the need for a park vision, potential physical improvements, policy changes to support connections through the park, and opportunities for the park to serve the community in times of emergency.

Following its briefings with elected leadership, municipal staff, and community stakeholders, the panel deliberated their findings and drafted a set of recommendations for the City to consider as it charts a path forward for Memorial Park.

TAP Questions

- How can the City develop a dynamic vision for Memorial Park that caters to diverse users while adapting to the city's needs?
- What improvements can be made to unify and update Memorial Park?
- What is the most reasonable expectation for the future of Memorial Park?
- What policy considerations should the City consider aiding in the design of a cohesive development?
- Are there any land use or zoning decisions the City should consider to encourage more pedestrian and non-vehicular connections?
- How can emergency management and sheltering needs be addressed in Memorial Park that meet funding considerations and public approval?





The panel toured the park, spending time at the memorial, the fire station, City Hall, and the Old School building.

What the Panel Heard

Interviews with stakeholders—including municipal staff and officials, business leaders, community members, and more—uncovered the following themes:

- There is great community spirit across the island.
- Residents love Memorial Park and are passionate about discrete uses.
- The green space is a cherished asset, as is the park's central location on the island.
- The City Hall building is historic, and other buildings, while not on the historic register, are cherished.
- Shared spaces and flexible uses can be found across the park, and the YMCA, Tybee Island Maritime Academy (TIMA), the City, and the community work together to make the most of these shared assets.
- The gym, library, garden, activity rooms, and more are well used, and some improvements are needed.
- Certain uses are relocatable to other parts of the city.
- There is a desire for park amenities to provide for multi-generational uses.
- The multi-use path is popular, and additional connected walking paths are needed within the park.
- There are a number of obsolete buildings still in use in the park.
- The park needs a plan and vision.
- Accessibility, particularly Americans with Disabilities Act (ADA) accessibility, is an issue, and buildings and park grounds can be difficult to navigate.
- Tree preservation is important for shade and canopy, and a number of island trees have been lost to age, pests, and hurricanes.
- Park drainage is a site-specific issue, and sea level rise is an island-wide issue.
- There are a number of competing interests vying for space in the park's buildings and on park grounds.
- TIMA has grown to capacity, its current lease expires in 2028, and school leaders are searching for new space.
- The YMCA, which is the operator of the City's recreational facilities, has a wish list for more space in order to provide expanded amenities to residents and members.
- The community has a wish list, too, for desired facilities, including a pool or splash park, childcare, pickleball courts, a dog park, and more.
- Any park updates should go to a referendum.

Through the course of its evaluations, the panel conducted an analysis of the park's strengths, weaknesses, opportunities, and threats (SWOT) to begin to identify

where additional focus, investments, and improvements to and within the park may have the most advantageous community impact. The SWOT analysis also helped

the panel keep in its sights the potential drawbacks of continuing the status quo, both within the park and relating to environmental threats posed by sea level rise.

STRENGTHS

- Strong civic engagement
- Shared uses, flexible space, and multi-generational park
- Community gathering space for both residents and visitors
- Great civic and institutional anchors
- Co-mingling of existing uses
- Central location on the island
- Good accessibility, permeability, and high visibility
- Bike and multi-use path winds through the park
- Walkable surrounding environment
- Strong history being preserved on site
- Green and open space
- Beautiful, mature trees
- Consistent commitment to Tybee's character

WEAKNESSES

- Lack of stewardship for the collective good for the park
- Lack of a sense of place
- Demands exceed current building and space capacity
- Outdated facilities and existing structures need updating
- Several of the existing buildings are below the flood plain
- Scale of the park in relation to the surrounding areas
- Lack of clear edges
- There is not an existing full scope of space needs (beyond what the YMCA has identified)

OPPORTUNITIES

- Survey or audit of community facilities and land
- Finding common ground
- Relocation of certain uses
- Recognize and re-envision the memorial nature of the park
- Placemaking and identity creation or reinforcement
- Create a town center or town square
- Partnership and collaboration around physical spaces and programming
- Incorporate ADA accessibility
- Multi-purpose and flexible green spaces
- Rebuild with resilience in mind (this is a chance for the City to demonstrate resilience principles, actions, and benefits)
- Phasing can allow incremental deployment of financial resources

THREATS

- Sea level rise
- Watershed and tidal impacts
- Condition of the built environment and uses
- Funding resources and priorities
- Competing municipal projects
- Competing public interests, support, and focus
- Rapid growth, gentrification, and potential erosion of the sense of community
- Do nothing and maintain the status quo



Memorial Park is home to a wide variety of uses across its 4.5 acres. Some of these uses include (from top to bottom, left to right): former classrooms for use by community organizations, a community garden, a historic cemetery, City Hall, a central playground, gymnasium, the YMCA, screened-in and open-air picnic pavilions, and safe spaces within multipurpose buildings.



Tybee Island and Memorial Park Context

Following the briefings with the City and interviews with community stakeholders, the panel outlined the following foundational statement, which served as the basis for its deliberations:

Memorial Park is a fantastic asset that is treasured by the community. To **preserve its core identity as a central park**—one that prioritizes recreation, contemplation, essential public functions, and community uses—a thoughtful reconsideration of its spaces is necessary. Despite its

attributes, the park cannot meet the full range of needs, desires, and visions of all the groups that wish to use it.

This understanding led the panel to craft a set of recommendations that can help the City and the community re-imagine the park in a manner that takes into consideration how different areas interact, overlap, and potentially compete, in order to maintain balance, protect the park's integrity, and ensure its long-term sustainability as a shared public space.

Two important steps should precede any updates to the park—a physical assessment of island-wide resources and a financial resources assessment, which can help the City establish priorities across the park.

Initial Groundwork: Physical Assessment

The central location of Memorial Park has led to the location of a wide variety of uses within its boundaries. Easily accessible, the



The park, outlined in red, features a wide swath of open green space through the center that provides a welcome break from the surrounding built environment.



The island features a number of other cherished community spaces. An assessment of all City properties can help the City prioritize the future uses for Memorial Park.

park is home to a number of uses that could potentially be located elsewhere on the island.

Conduct an island-wide physical assessment. To understand where and how relocations might best take place, the City is strongly encouraged to conduct a physical assessment of its assets across the entire island. This assessment should include all City-owned property, including other parks, open space, and buildings.

Engage with potential partners. In addition to the City's real estate assets, there may be other underutilized buildings or land on the island that could be leveraged through a partnership or formal lease. The City should engage with other institutions, including churches, the library, and others, to explore potential shared resources, leasing opportunities, or other means of trade to expand the City's options for relieving Memorial Park of some of its intense use burdens.

Engage with the business community. Similarly, the Tybee Island business community may be interested in a potential partnership with the City that could put privately-held, underutilized assets to work in a manner that serves the community more fully and perhaps provides additional revenue to the business or property owner.

Initial Groundwork: Financial Resource Assessment

There will need to be physical improvements made to the park in the near future. Understanding the potential scope of the City's financial resources, both those on hand and those within relatively easy reach, will be important as the City and community begin to prioritize park improvements.

Conduct a financial assessment for park improvements. The range of desired improvements to the park, as voiced by stakeholders, is very wide. Determining cost estimates for each potential improvement can help the City begin to wrap its arms around what it could best tackle and when. The City is encouraged to make this financial assessment transparent to allow the community to begin to envision the financial scope of the desired improvements and understand the feasibility of each.

Engage professional expertise. It would likely prove helpful to engage professionals who can help the City with these park improvement estimates and associated financial feasibility assessment rather than add this additional task to existing City staff.

Evaluate additional financial resources.

In addition to the City's existing financial resources, the panel encourages the City to explore the feasibility of other sources. These sources might include funding from Chatham County, local businesses, individual donors, family foundations, and grant funding. There may also be an opportunity to forge a partnership with an institutional entity (educational or otherwise) that could locate in the park within the additional space envisioned by the panel and described starting on page 21, which could generate additional revenue for the City that could help fund further park improvements.

This consideration of financial resources available to the City—either current or developable—is pivotal, needs firm and urgent assessment, and can assist the City in balancing community desires, financial resources, and special opportunities. Along with a carefully considered design, this analysis could be the difference between transforming Memorial Park from a park that is merely functional into one that is a crown jewel for Tybee Island.



Resilience and Managing Water

Surrounded by water, Tybee Island has an intimate and, at times, fraught relationship with water. The marshes to the west rise and fall roughly ten feet with daily tides; the ocean is the island's primary draw, but is dangerous when hurricanes strike, and the island's water table is shallow. Add to this a rising sea level that will not only impact Tybee Island but coastal cities everywhere, and the result is a city that is in a constant state of awareness, management, and planning around water.

Memorial Park, with all of its open space and vegetation, plays an important role in the City's stormwater management efforts. The central green space helps water drain from the surrounding areas with little adverse impact. The trees and other vegetation soak up water and put it to good use. These features should be preserved, if not enhanced, through the course of future park improvements.

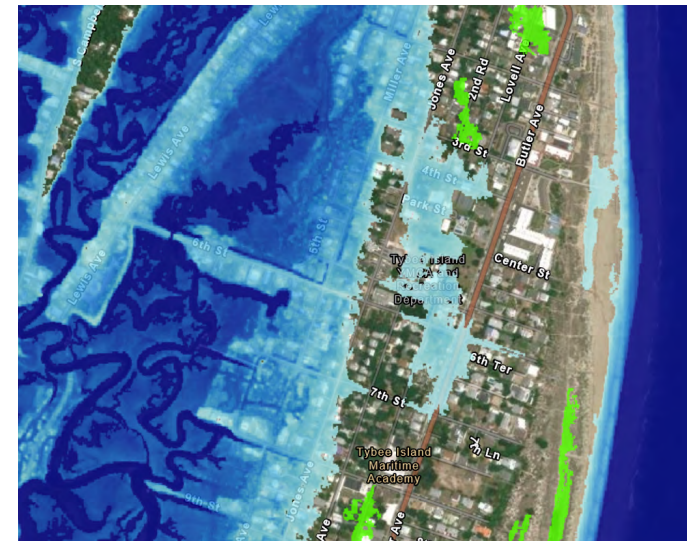
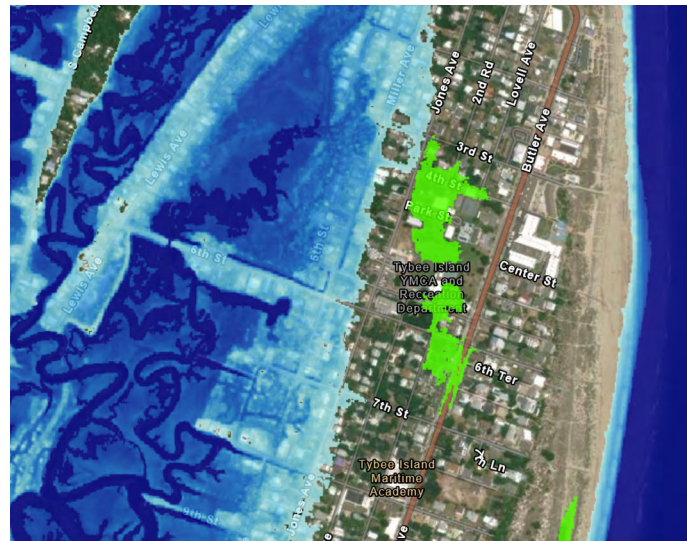
Sea Level Rise

Historic images of the island show a signature of water conveyance across Memorial Park from the northwest to the southeast. With this understanding of water movement across the park, any future improvements in the area should ensure that water can continue to move out of the park to the southeast. This will support drainage across the entire site and ensure that any new structures added to the park are not placed in low-lying areas, potentially becoming barriers to effective drainage.

Looking further ahead, Tybee Island is anticipating a 1.4-foot sea level rise by 2050. Using the National Oceanic and Atmospheric Administration (NOAA) [sea level rise viewer](#) and modeling to a potential five-foot inundation, there is a significant area in the

middle of the island, including Memorial Park, that will be prone to flooding. With just another six inches of inundation, the NOAA model shows that the area actually becomes tidally connected to the marshes to the west. Planning for future park improvements and other infrastructure in low-lying areas of the city should consider this anticipated future environment.

Consider adding a stormwater management feature. Understanding the future impacts of stormwater across Memorial Park, the panel recommends that the City explore options for constructing a mechanism in the park to assist with stormwater management. Much more than a wet retention system, a stormwater management feature can also incorporate aesthetic features to make the area interesting and welcoming, and native plantings can assist with further water



These images show the movement of water across the island and the park area specifically. The vegetation growth pattern in 1970's aerial on the far left shows how water moves from the northwest to the southeast, with the trees and plants following the water source. At five feet of water inundation in the middle image, much of Memorial Park experiences flooding. With 5.5 feet of inundation, as seen on the far right, there is a tidal connection with the marshes to the west.

absorption and management. Walking paths and seating around the water retention areas can create a pleasant relaxation or contemplative space, which was noted by stakeholders as a desired feature, with little repair required in high water events.

Other Resilience Recommendations

In addition to planning and managing for stormwater and sea level rise, there are a number of other resilience measures the City can factor into its plans and into the multi-use buildings across the island. While some of these may not be best suited for Memorial Park, the City is encouraged to use this as a checklist of resilience measures to address island-wide.

- Accommodate emergency sheltering needs in new multipurpose storm-resilient buildings.

- Provide storage for cots, sandbags, water, batteries, and other emergency supplies, and provide storage under buildings for generators and water-filled flood protection tubes.
- Relocate the fire station and training area, and utilize other county facilities.
- Use pervious pavement for all hard surfaces where feasible.
- Elevate the sanitary sewer pump station, and provide an emergency generator.
- Ensure existing buildings have appropriate windstorm protection, such as shutters.
- Pursue grants for stormwater management, resiliency, emergency preparedness, and habitat enhancement.
- Improve storm debris management by lining debris piles during storage to prevent the inclusion of hazardous materials, and then move the debris quickly off the island.

- Provide accessible educational signage in the park to increase awareness of the coastal ecosystem and its resilience benefits to the community.
- Remove the obsolete geothermal field to open the space for a stormwater management feature.



Water-filled flood protection tubes can be used to protect buildings from flood waters.



DESIGN WORKSHOP



CHRISTOPHER T. MARTIN



MARY MADDEN

Stormwater management areas can be turned into recreational amenities, learning spaces, and areas to relax and unwind as seen in these images (left to right) from Midtown Park in Houston, Texas, in Atlanta's Old Fourth Ward Park, and in Centennial Park in Tulsa, Oklahoma



Case Study

Governors Island New York, New York

Located in New York Harbor, Governors Island had a U.S. Army and Coast Guard military presence until 1996. In 2010, after island control shifted to New York City and state, construction on a 40-acre public park launched, guided by a Governors Island Park and Public Space Master Plan.

Governors Island consists of the park—lawns, playgrounds, sports fields, food vendors, and a series of earthwork hills—and education, nonprofit, and commercial facilities. In partnership with local organizations, Governors Island is intended to engage, excite, and educate the public in every aspect of urban agriculture, green infrastructure, and sustainability.

New York City's average sea levels have risen by more than one foot over the past century. This, coupled with the reality of intensifying storms and floods, has made prioritizing resilience to floods and extreme weather events top of mind for the redevelopment team.

From the outset, the team was committed to embedding climate resilience goals into all design and planning considerations. Many features of the park's design address the impacts of climate change, including raising the site out of the 100-year floodplain, implementing a sustainable planting strategy, and mitigating wave action.

The park features new public open space for active and passive recreation choices. Combined with the park's resilience measures, its focus on holistic sustainability is especially important for equitable open space access amid the climate crisis, given the proximity to low-lying areas in Manhattan and Brooklyn that will rely on Governors Island for park access and recreation.

The park's climate resilience and sustainability strategies include the following:

- Addressing flooding and sea-level rise.
- Stormwater management.
- Mitigating extreme heat and the urban heat island effect.
- Enhancing biodiversity.
- Supporting urban agriculture and access to fresh foods.
- Community engagement and equitable park access.

For more information and to read the full ULI case study, visit this [ULI Developing Urban Resilience page](#).

Governors Island Facts

Development Team

Trust for Governors Island
West 8
Mathews Nielsen
Landscape Architects
Magnusson Klemencic Associates
AKRF
Hart Crowser Inc.
Pentagram
WXY architecture + urban design
Tillotson Design Associates
Dagher Associates
Pine and Swallow Environmental
Northern Designs
Code Consulting Inc.
Faithful + Gould
ETM Associates
Langan

Type
Park

Project Size

40 acres (16.2 ha)

Project Cost

\$197 million

Climate Risk

Hurricanes & storms
Sea level rise
Storm surge

Design Strategies

Grade elevation & access
Green infrastructure & landscape features
Native plants & trees

Value Creation

Added amenity
Awards & recognition
Capital attraction
Increased developable land

Region

US Northeast



Design Considerations

The central location of this large park places Memorial Park within easy reach of most of Tybee Island's residents. Its proximity and popularity have given rise to more uses being added to the park without the addition of more acreage. This has created a park that is full of popular yet disjointed uses, edges that blur into the surrounding neighborhoods, and park visitors who are vying for space in which to enjoy their separate recreational pursuits. To address these challenges, many of which are related to the design and planning that guides park usage, the panel provided the City with the following recommendations.

Community Access

Bound by streets on all four sides, the edges of the park are defined by these streets and have few other features adding to the arrival experience into the park. Although this creates a pleasantly porous park experience, it also leaves the edges blurry, unremarkable, and undefined.

Create a formal park and front porch experience along Butler Avenue. The traffic volume along Butler Avenue creates great visibility for the park, and that eastern edge should be more thoughtfully defined and made somewhat formal and ceremonial, clearly denoting the park's presence and inviting visitors in. The buildings that currently line the Butler edge of the park also lend to this part of the park serving as the public-facing "front porch," the area that is highly visible and welcomes park visitors to explore further. Trees and native plantings can both enliven and soften the hardscape of



The existing park edge along Butler Avenue, looking to the south (top image) and to the north (bottom image).

this edge and help draw further attention, creating more visual interest for those walking or driving along Butler Avenue.

Retain the park informality along Jones Avenue. The western edge of the park is lined by Jones Avenue and a residential neighborhood beyond. Given the quieter nature of this western edge of the park, a more informal entrance and edge is warranted. While additional plantings and trees also make good sense here, they can be smaller than those along Butler Avenue.



(top and bottom) Examples of how park and street edges can be defined and made more formal with the addition of trees.



Native plantings along the park's edge help further define the park area while also softening the hardscape of the street, parking spaces, and sidewalk.



COASTAL DISCOVERY MUSEUM (PENDING)



JANET DAVIS WWW.THEPAINTBOXGARDEN.COM

Plantings, particularly those native to the area, can provide a beautiful and welcoming edge to the park and street.

Use plants to help define space. Plantings within the park can also help define particular areas of activity, pathways, or spaces for exploration. Plantings also add welcome visual interest and variation to an otherwise very flat and open vista at Memorial Park. Signs that inform and educate visitors about native plants bring meaning to the plant selections and can elevate the work done across the park.

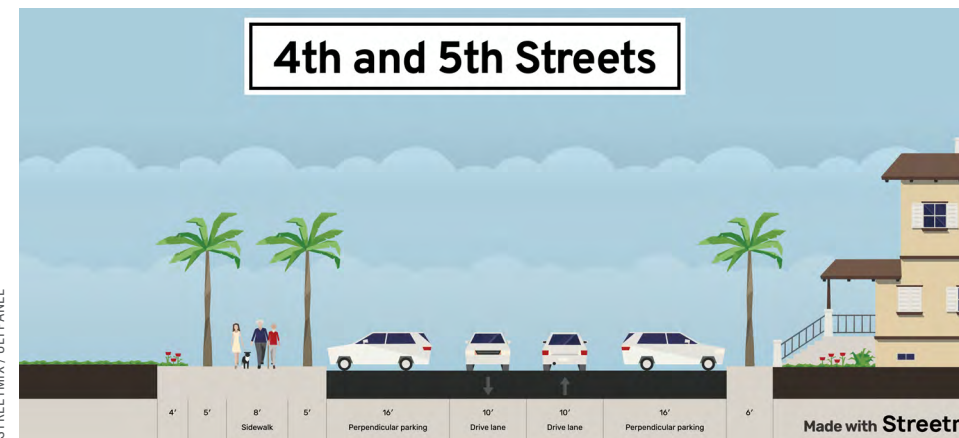
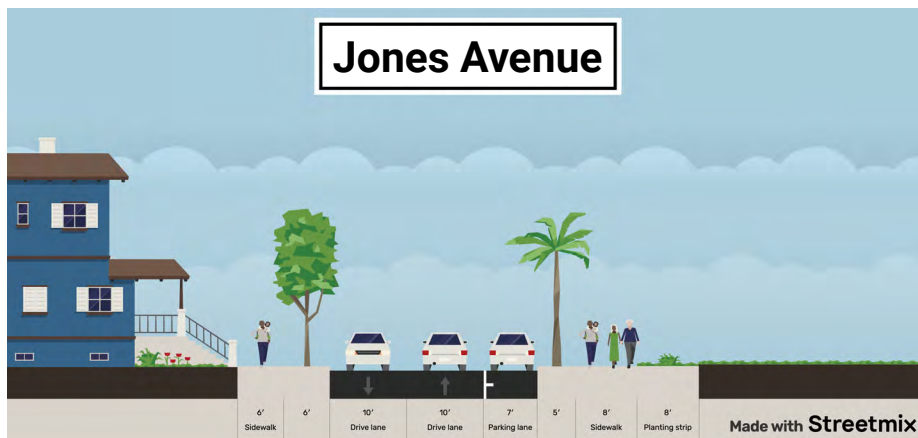
Street Design and Parking

Much like the edges of the park property, the streets and parking areas are also informal and loosely designed around Memorial Park. Although the interviewed stakeholders raised minimal concerns about parking, the panel identified opportunities to improve traffic flow around the park, ease vehicular access and parking on its edges, and create more parking capacity for residents and visitors using the park.

Redefine and reallocate existing rights of way. As Butler Avenue is already under study by the Georgia Department of Transportation for a potential road diet, the panel turned its attention to the other adjacent streets. With wide rights of way, Fourth and Fifth streets could be reconfigured to accommodate perpendicular parking along both sides of the street. On Jones Avenue, parallel parking along the park side of the street would provide additional parking capacity while also helping define the edge of the park.

Activate the Open Space

Stakeholders made clear their love of Memorial Park's open green space. In addition to providing valuable stormwater management assistance, this central green lawn is home to soccer games, Frisbee fun, picnics, and a host of other spontaneous recreation and relaxation. A pavilion could make the lawn even more functional.



Using the online [Streetmix](#) tool, the panel re-envisioned the allocation of space along the streets surrounding the park, providing for more informal parking and interaction along Jones Avenue and creating slightly more formal and higher-capacity parking areas along Fourth and Fifth streets.



Park pavilions can also function as performance spaces, which help elevate community events and reduce costs for the hosts.

Add a pavilion for performances. With the addition of a high-ceilinged pavilion, the lawn can transform into an active performance venue. This simple addition, perhaps with power and water connections, can make it relatively easy to set up for musical performances, plays, and dances without the headaches of tent rentals, noisy generators, and more.

Provide Multi-Generational Spaces

Tybee Island is home to residents of all ages, and Memorial Park should have spaces in which all can find fun. Park infrastructure and playscapes should be safe for young children and accessible to those with mobility limitations. ADA accessibility was of particular concern for senior community members and accessibility for everyone, regardless of physical ability, should be a guiding principle.

Consider re-envisioning the park's playground. Stakeholders noted a sizable impending maintenance expense for the existing playground. The panel encouraged the City to instead consider moving the playspace to another area in the park and taking the opportunity to redesign the playground to better meet the community's play needs. Inspiration for this redesign can be found in other cities that have created playscapes inspired by the community's history or are made to more seamlessly blend into the surrounding natural environment. In other instances, parks have incorporated water features, such as splash pads and misting stations, to help keep kids, families, and friends cool during the hot summer months. Separating particular uses within the playground and providing buffer spaces can also help provide more tailored play spaces for different ages and help keep very young children from wandering into highly active spaces filled with older children.



The above three playgrounds in Hilton Head Island provide very different and unique play opportunities for residents and visitors. (Left) Three separate play spaces help delineate playspaces based on a child's age. (Middle) The playground is a ship modeled after the vessel that William Hilton sailed on when he first landed on Hilton Head Island. (Right) Playspaces can connect to neighborhood recreational centers and embrace ADA-accessibility. All spaces feature shade and seating for family and friends who wish to rest in comfort while children play.



Buildings and Massing

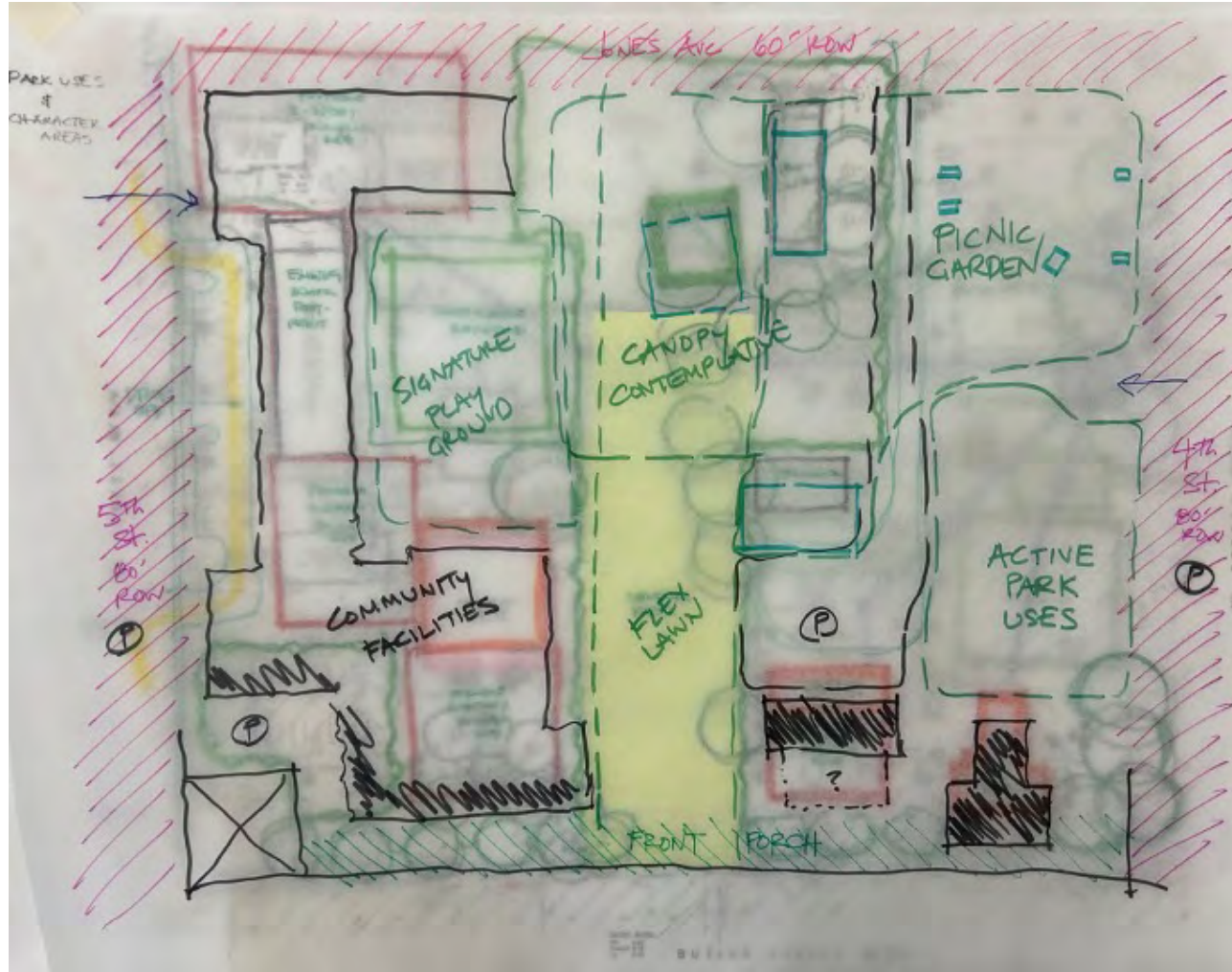
With the wish lists from the community and related organizations in hand, the panel set out to understand how the park could be re-envisioned to provide built space for the maximum number of community uses while retaining the current amount of green and open space.

Park Use and Character Area

Understanding that retaining green and open space was non-negotiable for community members and that the center lawn provides critical stormwater management assistance, draining west to east, the panel sketched out a draft program for the park that could simultaneously maximize its assets and result in no net loss of green space.

With the library, City Hall, and gymnasium already positioned close to or along Butler Avenue, the panel re-envisioned the park in a manner that pushes any additional buildings to this "front porch" along Butler. With the additional parking that is envisioned along Fourth and Fifth streets, the existing in-park parking lots could be repurposed into new green space, new play areas, or could become additional building sites if needed. The open vista and central green lawn remain in place, continuing to connect park visitors from Butler Avenue to the park's front porch, into the park, and beyond.

Moving away from the structures along Butler Avenue, the park becomes a more open and play-filled space. Pavilions and play structures could dot this larger, western two-thirds of the park, with much of the area



An early sketch by panelists shows how buildings would be pushed east, alongside Butler Avenue, leaving the rest of the park open for play, relaxation, and recreation.

being left open for play, relaxation, reflection, and spontaneous recreation.

Design Assumptions

The following assumptions guided the panel's re-envisioned park design:

- **Maximize water absorption.** The new design should increase the amount of permeable surface across the park to

permit maximum water absorption and reduce excess runoff.

- **Retain the 35' height limit.** All proposed construction will be less than the 35-foot building height limit in place in the city.
- **Retain green space and pavilions.** The total amount of green space remains consistent with the current square footage and the current park pavilions

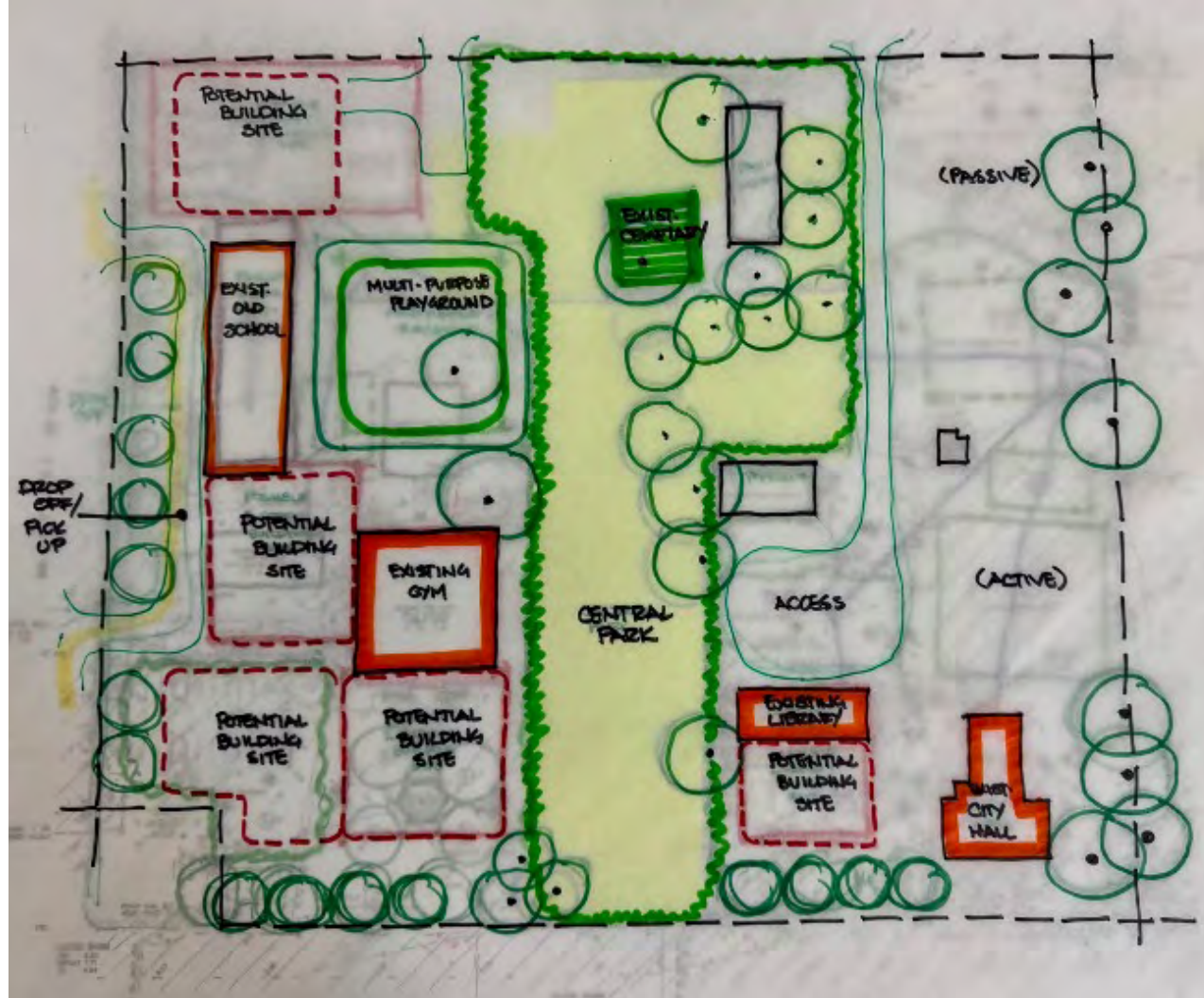
remain. All large shade trees, particularly the live oaks, should be retained and additional trees planted.

- **Retain and move the memorial.** Shifting the war memorial closer to the cemetery or elsewhere in the quieter parts of the park opens considerable space along Butler.
- **Increase building capacity.** The existing built environment delivers approximately 44,000 square feet of space.
 - » Old School: 10,200 square feet (SF)
 - » Cafeteria: 3,200 SF
 - » Stucco building: 3,500 SF
 - » Gym: 10,000 SF
 - » Library: 4,000 SF
 - » City Hall: 5,000 SF
 - » Fire department areas: 8,000 SF

New Space Delivery

Using the above design assumptions and mimicking the footprints of the existing buildings in the park, the panel considered what could be rebuilt across the park, adding square footage through additional floors and not losing any open space square footage.

- **New building capacity.** The panel estimated that new buildings could potentially deliver 147,000 total square feet of space. This approach assumes that the Old School building remains as a one-story structure.
 - » New school building: 10,200 SF
 - » Gym (existing): 10,000 SF
 - » Library (existing): 4,000 SF



A more refined conceptual design by the panel considers how buildings could be massed within the park to provide additional space to meet the community's needs while not encroaching any further on the park's valuable green space.

- » City Hall (existing): 5,000 SF
- » New Building A: 28,000 SF
- » New Building B: 28,000 SF
- » New Building C: 25,000 SF
- » New Building D: 25,000 SF
- » New Building E: 12,000 SF

The addition of roughly 100,000 additional square feet within the park, replacing outdated buildings, adding second floors where feasible, and preserving the park's green space could open Memorial Park to some of the additional uses envisioned by the community.

Memorial Park Potential

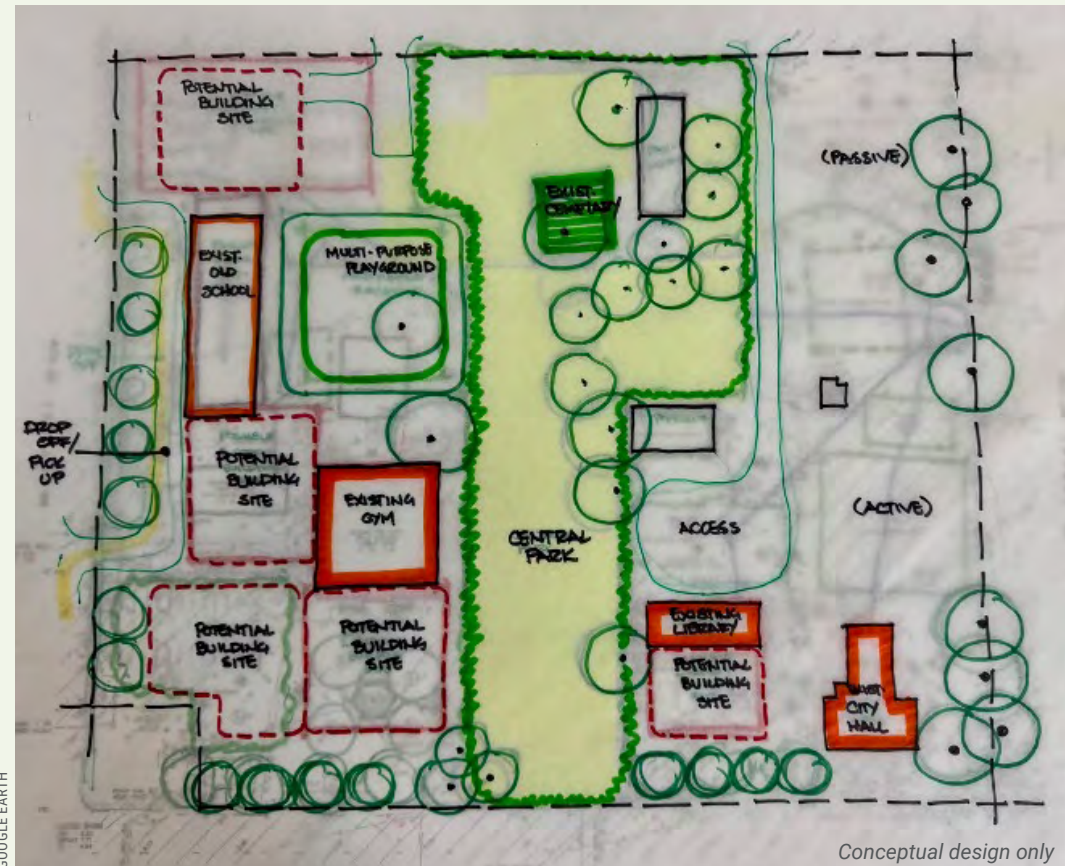
A side-by-side comparison of the panel's sample reconfiguration shows how space could be repositioned within the park, moving built structures closer to the busy area along Butler Avenue and reserving the rest of the park for play, playgrounds, and open space.

The section of the park that runs along Fourth Street could be reserved for passive and active recreational uses. The memorial could be relocated either closer to the cemetery near Jones Avenue or elsewhere in the community. The playground, which is in

need of a sizable maintenance investment, could be moved to the southern third of the park, closer to the areas used by the YMCA and school, and could serve multiple play functions for those users as well.



Memorial Park in its current format is home to 44,000 square feet of building space.



Potential reconfiguration of park amenities could provide a total of 144,000 square feet while preserving the park's green space.

Placemaking and Identity

The land that forms Memorial Park was donated to the city with the intention of providing space for a memorial honoring the community's fallen war heroes. That memorial moniker and honorable purpose have lasted throughout the years. At the same time, uses have been added to the park as the community identified new recreational and public space needs. This iterative process, while providing the community with a wide variety of shared recreational spaces and uses, has created a park that lacks a cohesive vision and identity. The park is many things to many people and lacks a unifying identity.

Create a park identity and use placemaking to unify park uses. As one panelist noted, using the name "Memorial Park" immediately positions the park in the past. It is possible to honor the past and celebrate the island's war heroes while still creating a park identity that more accurately reflects and embraces the vibrant community that Tybee Island is today. The park is an environment that is clearly cherished and loved by residents and visitors of all ages. Crafting and embracing a new park identity could be an exciting and engaging community project, led by professionals who specialize in the practice and who would be informed by the rich tapestry of community members who love and use the park regularly.

Create a community task force. As the City considers the future of Memorial Park and engages the community in its redesign and identity work, the panel strongly recommends

the formation of a community task force early in the process. It was made clear through the stakeholder interviews that the community is comprised of a wide range of passionate residents and park users who each have a vision for what the park should—and should not—be. Engaging residents early and consistently can help the City prioritize what uses belong in Memorial Park, which uses might fit better elsewhere on the island, and which uses might need to be tabled for future consideration. This task force should be comprised of civic, business, and community leaders and charged with the following tasks:

- Ensure that island residents have common information and a consistent set of available facts to reduce the possibility of misinformation about park plans and developments.
- Develop an understanding of the work and processes required for reimagining and operating the park.
- Serve as a sounding board to decision makers, offering perspectives on how the park could be re-imagined.

Grow the task force into a park advisory committee. Ultimately, this early task force should grow into a mature advisory committee, comprised of community members with staggered terms. This advisory committee would continue to serve the community by providing the City with input on the ongoing operations of and improvements to the park.



POPCourts! Community Plaza Chicago, Illinois

The City of Chicago sought to create community gathering spaces and identified a vacant lot at the corner of Chicago and Lockwood avenues as a prime location along a neighborhood retail corridor. Turning to the community for help through a highly participatory process, City leaders engaged residents to help physically re-imagine the piece of land and create the park improvements that would best serve the surrounding neighborhood and its residents. The result, [POPCourts!](#), is a multi-functional space that is active, vibrant, and a draw for the community. The space features a basketball court, playground, community gathering area, food truck park, and space for community events.

With a development cost of \$250,000, the first of the POPCourts! transformation was a highly successful example of placemaking in an underutilized public asset.





Next Steps and Phasing

Whether a park is four, 40, or 400 acres, it seems that space is always at a premium, and there is never enough space in which to fit all of the amenities the community would like to have. At nine acres, Memorial Park is a highly efficient open space and public service park powerhouse for Tybee Island. While it has done a serviceable job for the community over the years, it is time to reconsider how the park's space can best fit the needs of this island community.

The park should be re-imagined in a way that recognizes its importance as a central park and convening space for the community across all age and user groups.

The organization and use of the buildings, both existing and potentially new, will need to be reconsidered and prioritized by the City and informed by community input.

With a goal of delivering the same amount or perhaps even more green space, providing space for certain community services and amenities, and creating resiliency for island residents, it is possible to reshape the park into an even more functional public asset that will serve the community well into the next 50 years.

First Steps

- Conduct a city-wide facility and land assessment.
- Convene a community task force to help guide the future uses within the park. This task force will become an advisory group once the initial plan is in place.
- Continue public engagement to ensure the community has ongoing opportunities to provide input.
- Identify an improvements schedule to guide the work across the park.
- Confirm the location of a new fire station and training facility so that the City can consider new uses for the parcel on which these services currently sit.
- Address deferred and ongoing maintenance of park assets.
- Cultivate partnerships with YMCA, TIMA, and the library board and staff in order to better leverage space and assets to everyone's mutual benefit.

Next Steps

- Line the debris field to protect the park grounds and users from hazards.
- Master plan and incorporate island-wide resilience efforts into the improvements at the park.
- Conduct a financial assessment to identify potential resources that can support the updates to the park.
- Make a decision about whether and how the City might assist TIMA with its relocation efforts.

Long Range

- Construct a new fire station and training facility elsewhere on the island.
- Implement a stormwater resilience strategy that includes the open space and other assets within the park.
- Move the debris field off-site and ultimately off the island.
- Implement new park improvements.

Appendix:

Prioritizing Uses in Memorial Park

Through the course of its study, the ULI panel was made aware of a significant decision on the horizon regarding the future presence of the Tybee Island Maritime Academy in the community. Today, TIMA is located close to Memorial Park in space that is available to them through 2028. In addition to this primary space, TIMA uses various park facilities to augment and amplify its instruction, including the library, playground facilities, gymnasium, and more. The school's operations have represented an impressive working relationship between the school, the community, and the City of Tybee Island.

Stakeholders noted that there was interest in and concerns around the potential for TIMA to relocate all of its operations to Memorial Park. As this is a multi-layered decision that far exceeds the scope of what the panel was asked to address, it did not provide an opinion as to whether or not the school should be relocated to the park. There are, however, ULI tools and guidance that the City could reference as it works with TIMA and the community to chart the best possible path forward for all parties.

The following information and resources may prove helpful as City leaders and community members decide how to best prioritize uses within Memorial Park.

From the ULI publication [Five Characteristics of High-Quality Parks](#): Across the country, cities as well as parks and recreation departments are seeking to articulate what “high quality” means, particularly as it relates



to the goal of the [10-Minute Walk Program](#) to ensure that all people live within a 10-minute walk of a high-quality park or green space. Based on interviews with parks professionals and other experts from around the country, this report presents a framework for park quality that can help all park developers and managers systematically assess quality, park by park and systemwide, to make investments and address longstanding disparities in access to high-quality parks.

1. High-quality parks are in excellent physical condition

Key questions:

- Is the park well maintained?
- Are park amenities in good condition?

2. High-quality parks are accessible to all potential users

Key questions:

- Can people of all ages and abilities get to and around the park?
- Do people know about the facility and what they can do there?
- Is it free or affordable to use?

3. High-quality parks provide positive experiences for park users

Key questions:

- Does the park provide a diverse range of amenities and activities?
- Do all community members feel welcome and safe in and around the park?
- Is the park comfortable to spend time in?

4. High-quality parks are relevant to the communities they serve

Key questions:

- Does park design and programming reflect the culture and interests of community members?
- Does the surrounding community actively use the park?
- Do user demographics reflect the community?
- Are community-based organizations involved in park decisions and operations?

5. High-quality parks are flexible and adaptable to changing circumstances



















Key questions:

- Does the park accommodate a variety of uses?
- Are park features adaptable to evolving circumstances?
- Does the park support or enhance environmental sustainability and resilience?

ULI also offers a range of other development resources that can assist the City in its evaluation of the park's available space, the community's wishes, and the financial options available to support further development within the park. The chart to the right is a very basic outline of primary factors that can influence development within a community. It aims to outline the basics of real estate development to help community members and public-sector leaders engage effectively in the real estate development process.

Should the City wish to explore these concepts further, the full report, [Development for Nondevelopers](#), may be found [here](#).

Selected Factors That Influence Development Outcomes

ECONOMIC CONSIDERATIONS	
	Availability of developable sites and cost of land
	Ability to secure financing
	Cost of capital (the return a company expects on an investment to justify the expenditure of resources)
	Market conditions
	Role of project timeline on budget
	Extent of infrastructure development
	Availability of incentives (i.e., expedited permitting for including certain project components—like affordable housing units)
	Availability and cost of materials and labor
	Competition
	Costs associated with impacts of extreme weather
COMMUNITY ENGAGEMENT	
	Level of community support
	Level of political support
	Necessary changes due to stakeholder feedback
	Level of community benefit and impact
REGULATORY FACTORS	
	Zoning and land use regulations
	Building codes
	Environmental regulations
	Taxation



About the Panel

TYBEE ISLAND CITY HALL



Janet Bozeman
Panel Chair
Of Counsel
Williams Teusink, LLC

Jan Bozeman joined Williams Teusink, LLC as Of Counsel in 2024 after serving as principal of Hyatt & Stubblefield, P.C. for 16 years. With over 20 years of experience working with real estate developers and community associations, Jan's practice focuses on advising developers on the legal infrastructure for planned communities, mixed-use and new urban communities, condominiums, destination resorts, and other complex real estate developments. Her work includes consulting on and drafting covenants and other documentation for small- and large-scale residential projects, age-qualified projects, and vertical and horizontal mixed-use, commercial, and industrial projects. Jan also creates club membership programs for project amenities and counsels clients on workouts of troubled projects, community association operations, and corporate governance.

Before joining Hyatt & Stubblefield, Jan's practice involved the representation of condominium and homeowners associations on a wide range of issues, including construction defect and development issues, covenant enforcement, corporate governance, easement disputes, sexual harassment, and fair housing claims. Prior to attending law school, she worked in theatre design and as a paralegal and completed internships with the Supreme Court of Georgia, the Environmental Protection Agency, and the Georgia Office of the Attorney General.

Jan is a member of ULI, the Georgia Association for Women Lawyers and is a former co-chair



of the State Bar of Georgia Women in the Profession Committee, Young Lawyers Division.

Jan is a frequent speaker on issues relating to real estate development, senior housing and community associations and Editor of the Community Association Law Reporter.

Stephen Arms
Managing Member
Marthasville Development

Stephen H. Arms is the Managing Member of Marthasville Development, LLC, a Georgia-based real estate development firm headquartered in Alpharetta. Established in 1998, Marthasville Development specializes in sustainable, mixed-use, and community-oriented projects across the Atlanta metropolitan area.

Stephen has been an advocate for smart growth and sustainable urban development in the region. He has emphasized the importance of higher-density, mixed-use communities as solutions to challenges like traffic congestion, infrastructure costs, and environmental concerns. One notable project under his leadership is the South Decatur Village, a collaboration with Civitas Housing Group. This development features 63 townhouses and single-family homes centered around a communal green space with connectivity to the Avondale MARTA station via a multi-use trail.

Stephen is active in professional circles, participating in ULI events and other thoughtful, community-focused development strategies that align with evolving urban need.



Mallory Baches
President
Congress for the New Urbanism

Mallory B.E. Baches, AICP LEED-AP CNU-A is the President of the Congress for the New Urbanism. Celebrated for her previous practice as an urban designer, Mallory brings 25 years of international work in urban planning and community development to her role, as well as a wealth of experience in nonprofit leadership, making an impact through urban change.

Mallory is accredited with the American Planning Association (AICP), the U.S. Green Building Council (LEED), and the Congress for New Urbanism (CNU-A). Her knowledge of urbanism was first developed at the University of Notre Dame's School of Architecture, and she earned an MSc in Sustainable Urban Development from the University of Oxford, which is delivered in partnership with the Prince's Foundation for Building Community. Her original research dissertation on the intersection of historic preservation and social sustainability received honorable distinction and was included in CNU's New Urban Research selection in 2019.

Mallory served as the inaugural CNU-A Fellow at the University of Miami School of Architecture. She was named a member of the 2013 Next Urban Vanguard class by Next City, is a former President of the Association for Community Design and is a member the Urban Guild. She is a contributing author to Smart Cities Policies and Financing: Approaches and Solutions (Elsevier).



Laura Ballock
Senior Landscape
Architect
Kimley-Horn

Laura Ballock has joined the Savannah office of Kimley-Horn to provide clients with landscape architecture, urban design, and planning expertise in diverse coastal, historic, and community contexts. With a track record of creatively integrating the client's goals to develop place-based solutions, Laura has led an array of design and planning projects including parks and open spaces, streetscapes, botanical gardens, cultural and historic sites, schools and universities, mixed-use and commercial development, and civic and institutional sites.

Laura's design approach for both public and private sectors embraces sustainability, regional identity, and functionality. With an emphasis on stakeholder engagement in the design and placemaking process, she is passionate about shaping built environments with an undeniable sense of place. She is involved in the American Planning Association and the American Society of Landscape Architects, having received awards and honors from both organizations. Locally, Laura is a graduate of Leadership

Savannah and serves as a founding member of the Friends of Tide to Town.



Ann Carpenter
TAP Project Manager
Assistant Vice
President, Community
Development
Federal Reserve Bank

Ann Carpenter is an assistant vice president managing the applied research and policy efforts of the community and economic development (CED) group. Her recent work includes studies on land contracts, heirs' property, and strategies to increase the production of mixed-income housing.

Prior to joining the Atlanta Fed, Carpenter was a senior research associate at the Georgia Tech Research Institute (GTRI). There she specialized in the areas of community resilience, emergency management planning, and sustainability. Her work has been published by the Brookings Institution and in several scholarly journals. She recently served as a reviewer for the National Academies of Sciences, Engineering, and Medicine. Carpenter earned a bachelor's degree in architecture from the University of Michigan and master's and doctorate degrees in city and regional planning from Georgia Tech. She is a member of the American Institute of Certified Planners (AICP) and a member of ULI Atlanta's Center for Leadership Class of 2017. She serves on the board of directors of Atlanta Neighborhood Development Partnership Inc. (ANDP) and on the advisory board of ULI Atlanta.



Shawn Colin,
AICP
Assistant Town
Manager of Strategic
Initiatives
City of Hilton Head
Island

Shawn Colin has worked for the Town of Hilton Head Island since 2006 and currently serves as the Assistant Town Manager—Strategic Initiatives during sunny day activities and the Recovery Manager following a disaster. Prior to his move to the Lowcountry, he worked for the City of Greenville's Economic Development Department, focusing on commercial corridor revitalization. He has also served as a Senior Planner for the Appalachian Council of Governments in Greenville working on various economic and community development related projects such as Comprehensive Plans, Development Codes, Redevelopment Plans and the Upstate Region's Comprehensive Economic Development Strategy.

Shawn earned a Professional Masters degree in City and Regional Planning at Clemson University in 1999 and a Bachelor of Science Degree in Environmental Science from the State University of New York's College of Environmental Science and Forestry at Syracuse University in 1996. He lives in the Hilton Head area with his wife Heather, sons Jackson and Hayden, and their dog Frank.



Penny Cutt
Senior Director
Cummins Cederberg

Penny brings 30 years of experience in environmental monitoring, assessment, planning, and regulatory permitting. She is driven by a strong desire to protect our marine resources, having lived in south Florida since childhood fishing and diving our south Florida reefs. As a marine ecologist with experience in both the public and private sectors, she easily navigates the complex web of environmental regulations that dictate aquatic and coastal ecosystems. The first half of her career was in the public sector administering federal, state, and county environmental regulatory programs. This government expertise is paramount to her assisting her current clients in the private sector. Penny is passionate about protecting the coastal environment and resources in her own backyard and serves as an appointed member to the Broward County Marine Advisory Committee, Pompano Beach Marine Advisory Board, and Pompano Beach Zoning Board of Appeals, as well as a member of the Ft. Lauderdale Marine Advisory Council and former appointed member of the Broward County Climate Change Task Force.

Penny completed coursework for a dual Masters degree in Marine Biology and Coastal Zone Management from Nova Southeastern University and earned a Bachelor of Science in Bioprocess Management from the University of Florida. Penny lives in Pompano Beach with her husband and son, their two dogs, two saltwater aquariums, and parrot.



Marilynn Davis
Senior Advisor
HR&A Advisors

Immediately before joining HR&A in March 2022, Marilynn was Chief Real Estate Officer at Clark Atlanta University, the first to hold that newly-created role, where she led the optimization of the University's real estate portfolio, strategizing the commercial development of its 50+ acres of underutilized off-campus assets. A key objective of the CAU development strategy was to generate accretive, long-term revenues to the University through thoughtful projects that are regenerative and that create opportunity for disinvested communities.

Marilynn's career has placed her in leadership positions along a range of industry platforms, most recently addressing the dynamics of cities and their impact on the built environment. Among these have been Managing Director of the New York office of IMC Octave, a real estate development subsidiary of industrial conglomerate IMC Pan-Asia Alliance; Chief Executive Officer at landscape architecture firm, Martha Schwartz Partners; and Assistant Secretary of Administration at the U.S. Department of Housing and Urban Development, nominated by President Clinton, and confirmed by the U.S. Senate.

Her earlier experiences were in global business, including FleetBoston Financial Corporation (now a part of Bank of America), American Express Corporation and General Motors Corporation.

Marilynn has served on several boards or in advisory roles related to the arts, architecture, and cities, including the Studio Museum



in Harlem, the Skyscraper Museum (NYC), Open House New York, the NY/NJ Regional Planning Association's Community Planning and Development Committee and the World Policy Institute's Emerging Cities Project. She is a member of the University Development and Innovation Council of ULI. She was selected as a Fellow of the David Rockefeller Program of the New York City Partnership, and was later recruited to serve on its Advisory Committee. Her previous for-profit board experience was at Loop!, a telecommunications affiliate of Covad Communications, based in Barcelona, Spain.

Marilynn earned her B.A. from Smith College, Masters degrees in economics from both the University of Michigan and Washington University in St. Louis, and an M.B.A. from the Harvard Business School.

Patrick Shay
TAP Project Manager
President
Gunn Myerhoff Shay
Architects

Patrick Shay is an educator, an artist, an entrepreneur, and has served as an elected public servant, but first and foremost he is an architect. For the past 45 years he has studied cities, landscape and architecture and then applied his education to the making of places for people to enjoy and excel. Most of his work has been focused on Savannah and her unforgettable historic districts. In fact, Patrick has designed more large scale and significant buildings in her central landmark historic district than any architect that has ever lived. He believes that this is a great privilege, and has



used this experience to create transformational architecture in other coastal communities and campuses, bringing Savannah's lessons to them too.

Equally important, Patrick Shay has made sure that these creations are environmentally and economically sustainable. "Waste not, want not" has been an enduring motto, and guided the work of his architectural firm, Gunn Meyerhoff Shay for over 20 years since he became partners with founders Bob Gunn and Eric Meyerhoff. Showing how buildings can create more energy than they consume, or how they can produce optimal revenue with limited resources are two of Pat's greatest passions. Among noted examples are a LEED Platinum historic adaptive reuse building for Georgia Power and a Net Zero private residence in an emergent historic neighborhood. Many of his creations are among Savannah's most profitable and popular destinations.

As Senior Principal of GMShay Architects, Patrick has also built a professional practice that fully employs both the most sophisticated design technology and a diverse team of top-notch creative talent. Together they allow GMShay to successfully compete against larger corporate firms for the best clients. With projects ranging in size from small renovations to some over \$50 million in cost, they bring the same energy and enthusiasm to all. Each project receives the personal attention of Patrick Shay, and his relentless pursuit of excellent results.